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Country programme document for Uganda (2016-2020)

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I. Programme rationale

1. Uganda aspires to become a competitive upper-middle-income country by 2040[1]. The national development plan, 2016-2020, has prioritized investments in agriculture, tourism, minerals, infrastructure and human capital development sectors, with governance as its backbone[2]. The plan is aligned to the sustainable development goals and takes into account the 6.4 per cent growth of Uganda over two decades and its reduction of poverty from 54 per cent in 1992 to 19.7 per cent in 2013[3]. Uganda has transitioned from a post-war, one-party state to an evolving multi-party democratic state, ranking 19th of 52 African countries in terms of good governance[4]. Northern Uganda, stabilized through the peace, recovery and development plan, is slowly reintegrating into the national economy. Uganda has shifted from poverty reduction strategies to a transformation agenda, anchored in 'Agenda 2063' of the African Union, the integration agenda of the East African Community and new prospects for the extractives industry.

2. Development in Uganda faces the following challenges:

(a) *Evolving democracy is hindered* by institutional capacity gaps, inadequate political space and citizen participation in electoral processes[5], economic and political gender inequality[6], and deteriorating human rights[7]. From 1996 to 2014, the ranking of Uganda remained at less than 35 per cent on the worldwide governance indicator with respect to voice, accountability and political stability.

(b) *Corruption impacts service delivery.* It is estimated that annually $250-300 million dollars[8] of public resources are lost through corruption. The national anti-corruption framework is beset with weak asset recovery systems, weak coordination amongst anti-corruption agencies and limited capacity in the legislative and accountability and public sector management institutions.

(c) *Regional insecurity and cross-border tensions* have diminished cross-border trade and increasingly diverted resources to supporting refugees and defence forces.

(d) *Inequitable distribution of growth dividends is compounded by a 3 per cent population growth.* Although poverty has declined, 43 per cent of the population could regress into poverty during shocks[9]. Disparity is highest in the north (44 per cent) and east (24.5 per cent), compared to the country average (19.7 per cent)[10]. Poverty is 14 points higher in rural than in urban areas. Inequality results from unequal access to, and control of, productive assets by women and youth[11]; inefficient and unresponsive markets; inefficiencies in national resource allocations and inadequate 'engendering' of national policies; fiduciary malpractice; and weak execution of budget allocations.

(e) *The degradation of natural resources increases vulnerability to climate change and natural hazards.* From 1994 to 2008, forest areas declined from 25 per cent to 15 per cent and wetland cover from 15.6 to 10.9 per cent[12], due to low capacity to enforce laws and policies; unsustainable production and consumption systems; limited alternative livelihoods opportunities; and unplanned human settlements. The convergence of high biodiversity and exploitable oil in the Albertine Graben poses challenges for environmental sustainability, tourism and stability. Uganda

[1] *Vision 2040*
[2] Draft national development plan, 2016-2020, 18 December 2014
[3] National household surveys, 1992-1993 and 2012-2013
[4] Ibrahim index, 2014
[5] Second national development plan
[6] World Economic Forum, global gender gap report, 2014
[7] Ibrahim index, 2014
[8] Analytical study on democratic governance in Uganda, 2014
[9] Poverty status report, 2014
[10] Estimates based on comparisons of consumption expenditure per adult equivalent with the official absolute poverty line
[11] 75 per cent of the people are under 31 years of age (2014 census)
[12] National State of the Environment Report, 2012

experienced 2,500 disasters in the last decade, and in 2010-2011[13] rainfall variability cost the country $1.2 billion.

3. In line with the United Nations Development Assistance Framework, 2016-2020, the logic of this country programme is that achieving good governance by 2020 creates enabling conditions for achieving high-quality human capital by 2025, which in turn drives attainment of sustainable, inclusive economic development by 2035. Attainment of sustainable, inclusive economic development reinforces governance effectiveness and human capital development, making them mutually reinforcing pillars that must be addressed concurrently, as evidenced by lessons from Botswana. UNDP is leveraging its comparative advantages by focusing on governance and sustainable, inclusive economic development while complementing the efforts of other United Nations country team members on human capital development. This model assumes that Government leadership is committed to undertake necessary reforms, and that UNDP will mobilize the requisite resources to transform national capacities.

4. The UNDP *inclusive, effective governance portfolio* will encompass all tenets of good governance while collaborating with the Office of the United Nations High Commissioner for Human Rights on human rights and with UN-Women on gender mainstreaming. The evidence from Brazil and Mauritius illustrates that constitutional democracy fosters national development by creating political stability and an environment conducive to investment. Efficient and effective national resource allocation systems facilitates the equitable distribution of growth dividends. Strong public institutions will combat corruption and improve service delivery. Furthermore, strong security and justice systems enhance social cohesion, peace and stability thus guaranteeing sustainable development.

5. In line with sustainable development principles, planned Government investments in the priority sectors must be matched with rapid progress in environmental protection, natural resources rehabilitation and resilience to climate change and disaster risks. However, evidence from African civil wars suggests that exclusiveness can reverse development progress. Therefore, the UNDP *sustainable, inclusive economic development portfolio* will strengthen natural resources management and resilience to climate change and disaster risks, while expanding livelihood and employment opportunities for excluded groups.

6. The final evaluation of the country programme action plan, 2010-2015, recommends that the next cycle focus particularly on: developing national and subnational capacities to implement, monitor and evaluate the second national development programme in priority sectors; and strengthening pro-poor service delivery and youth employment at subnational levels. Past cooperation positioned UNDP as a partner of choice in facilitating transformative national development processes;[14] future efforts will explore development financing. Based on evaluative evidence of the success of the recovery and peacebuilding fund programme in northern Uganda, UNDP will continue strengthening national capacities for sustaining peace and economic development while informing national policy discourse[15]. The evaluation of the sustainable land management project documented UNDP contributions to strengthened national frameworks for environmental management, climate risk and disaster management[16]. Future efforts will enhance national capacities to implement frameworks for environmental management, climate risk and disaster management, and contribute to responsible environmental behaviour[17]. As recommended by the final evaluation of the country programme action plan and the UNDP strategic plan, 2014-2017, UNDP will diversify implementing partners while Government remains the

[13] Uganda integrated rainfall variability impacts, needs assessment and drought risk management strategy, 2010-2011

[14] Final evaluation (2014) of the country programme action plan, 2010-2015

[15] Final evaluation (2013) of the northern Uganda early recovery project; final evaluation (2012) of the peacebuilding fund programme in Acholi

[16] Sustainable land management mainstreaming and terminal evaluation of the Mbale territorial approach to climate change

[17] *Cobweb* terminal evaluation

main counterpart, and adopt *portfolio programming* supported by development solution teams.

7. The post-2015 Agenda, Agenda 2063 of the African Union, the Istanbul Programme of Action, and the East African Community Integration Protocol, as well as the extractives sector, provide opportunities to engage with Government on strategies for achieving wealth, equality and inclusion. Furthermore, the adoption of mobile phones and social media, and the emergence of e-governance, offer opportunities for the increased voice and participation of marginalized groups in national development processes.

II. Programme priorities and partnerships

8. In line with the priorities of the second national development plan, the United Nations Development Assistance Framework, 2016-2020, the UNDP strategic plan, 2014-2017, the UNDP gender equality strategy, 2014-2017, and the sustainable development goals, the country programme will comprise two portfolios: *inclusive, effective governance* and *sustainable, inclusive economic development.*

9. The UNDP *inclusive, effective governance portfolio* will develop national capacities in the rule of law; constitutional democracy; transparency and accountability; and peace, security and system resilience:

10. Under the rule of law, UNDP will focus on upstream support to targeted justice, law and order sector institutions to enhance service delivery and equitable access in line with human rights standards. Downstream support will provide increased access to legal aid and justice by poor and vulnerable groups, especially the elderly; HIV/AIDS infected and affected persons; adolescent girls; youth; female-headed households, widows and single-mothers.

11. Support to *constitutional democracy* will focus on strengthening democratic institutions for improving the electoral cycle and strengthening civil society participation, including promoting women's participation in political leadership. The national platforms will be supported to become institutionalized mechanisms for political dialogue and consensus building.

12. UNDP will enhance government effectiveness by supporting *institutional development, transparency and accountability* in line with anti-corruption conventions. Evidence-based policy support for transformative development will integrate issues of corruption, poverty, inequality, exclusions, gender, HIV and high population growth. Advocacy and capacity development support will facilitate the establishment of independent high-level national research and evaluation functions to foster transformative development approaches. Special advocacy efforts will aim to mobilize stronger political commitment to stop corruption. Leadership development support to legislative, accountability and public sector management institutions will strengthen integrity, oversight, transparency, and accountability, particularly in the extractives and infrastructure sectors. Supporting civil society (including youth and women) and media engagement will enhance public demand for transparency and accountability towards a corruption-free Uganda.

13. The *peace, security and system resilience* component 'downstream' support for innovative community security and peacebuilding mechanisms will promote social cohesion. Leadership of the United Nations country team Great Lakes strategy for cross-border peace and resilience system-building initiatives will leverage peace dividends for communities. The Horn of Africa initiative of the Intergovernmental Authority on Development (IGAD) will be leveraged, particularly in Karamoja. Voice and participation of women, youth and the elderly will be strengthened in line with United Nations Security Council resolution 1325/1820.

14. Besides United Nations organizations, UNDP will partner with: the Democratic Governance Facility, on the rule of law and democracy; the European Union, on peace, security and resilience; the Department for International Development and the World Bank, on institutional development, transparency and accountability; and IGAD, the International Conference on the Great Lakes Region, the East African Community and the Regional Centre on Small Arms, on regional peace and security. The new partnership with the Republic of Korea on local economic development will be explored for potential anti-corruption funding.

15. The UNDP *sustainable, inclusive economic development portfolio* will focus on strengthening capacities for natural resources management, developing resilience to climate change and disaster risk, and expanding livelihood and employment opportunities.

16. The *natural resources management, resilience to climate change and disaster risk* component will strengthen national and subnational capacity, focusing on oversight and coordination; investment efficiency; protecting ecosystem services; building resilience to natural disasters and climate variability; and empowering women and youth to demand public transparency and accountability from regulatory agencies. UNDP will support Government to scale up proven innovative approaches such as the use of economic incentives for enhanced community compliance with environmental regulations, and to undertake evidence-based policy reform to address emerging issues.

17. The *livelihood and employment opportunities* component will strengthen institutions to improve productive capacities targeting the insecure non-income poor[18], income-poor, women, youth and other vulnerable groups. In partnership with private sector, value chains will be supported with focus on 'youth innovations' and 'ICT-based services' having potential for large-scale youth employment. Private sector capacities will be enhanced to support youth employment. Public-private partnerships will be supported to increase investment in 'green commodity' value chains employment for youth. Leveraging the spatial plan of the second national development plan, UNDP will support development of regional centres within the tourism, extractives and agriculture sectors.

18. This portfolio will focus on: dry-land districts; the Albertine Rift; the mountainous ecosystems of Elgon and Rwenzori; and the Lake Victoria and Kyoga crescents.

19. UNDP will pursue cost-sharing agreements with bilateral and multilateral partners, including the European Union, the Netherlands, the Republic of Korea, and the Government of Uganda. Under the Global Environment Facility (GEF)-5 system of transparent allocation of resources (STAR), $10.68 million (including funds from the UNDP GEF Small Grants Programme) has been secured for 2013-2018. Meanwhile $11.4 million (including a $3 million contribution from the food security integrated programme) has been promised under GEF-6 STAR for 2015-2020. The UN-REDD Programme is funding an additional $0.6 million for climate change mitigation, while GEF is expected to continue its funding for reducing ecosystem and environmental degradation. Funding from the Department for International Development will support the Karamoja resilience programme. Joint programming with the Food and Agriculture Organization, UN-Habitat, and the United Nations Industrial Development Organization, will focus on sustainable production and consumption initiatives, climate change mitigation, and sustainable cities programmes. Collaboration will be sought with the UNDP 'green commodities' programme, the Africa Facility for Inclusive Markets, the United Nations Environment Programme (UNEP), and the International Labour Organization, on 'green economy' and 'green jobs' for youth and women. Collaboration with United Nations Global Compact and the Private Sector Foundation Uganda, will foster partnerships with the private sector to promote employment.

[18] The insecure non-income poor are those non-income poor at risk of regressing into poverty in case of shocks

20. The above two portfolio will converge on the poor, women and youth and on northern and eastern Uganda. Transformational change will be achieved through 'upstream' capacity development, by scaling up and funding development solutions. A catalytic fund will be established to promote South-South and triangular cooperation for innovation, knowledge transfer and development financing. Partnerships with non-traditional donors, including Brazil, China, India, the Republic of Korea, Russia, and South Africa, will be pursued.

III. Programme and risk management

21. The national implementation modality will be continued based on a comprehensive capacity assessment of implementing partners and the application of results-based management principles. National ownership and mutual accountability for development results will be strengthened through joint annual work planning and reviews in alignment with national priorities.

22. Planned initiatives for increasing effectiveness and efficiency include: participating in corporate 'gender-equality seal' certification processes; reengineering business processes; and implementing additional levels of delegated authority.

23. Five major risks are anticipated:

(a) *UNDP support to the electoral cycle taints its image*[19]. This will be assuaged through a communications strategy articulating the impartial and technical role of UNDP.

(b) *Shifts in Government priorities for post-2016 lead to misalignment of the country programme*. Harmonization of country programme planning cycles and priorities with that for national development planning will mitigate this risk.

(c) *Constrained relations between UNDP and Government arise from supporting the watchdog role of civil society organizations in transparency, accountability and human rights*. UNDP will continuously advocate for inclusive development processes.

(d) *Instability in the Horn of Africa and Great Lakes region*[20] *affects security in Uganda*. Government will be supported to engage in regional peace initiatives and to implement the national action plan for small-arms control. UNDP will continue strengthening compliance to minimum operating security and security standards.

(e) *Donor withdrawal of direct budget support due to corruption has a negative effect on the implementation capacity of the Government*. UNDP will engage with the Government to implement anti-corruption conventions.

24. UNDP will continuously update and implement its resource mobilization strategy, leveraging resources, including from non-traditional donors such as the Bill and Melinda Gates Foundation and the MasterCard Foundation. To increase absorption capacity for anticipated expanded resources, UNDP will partner more with civil society and the private sector, strengthen procurement capacity and maximize delivery per person.

25. UNDP will enhance its visibility as partner of choice, connector and thought leader in the 'delivering as one' context. Up to 1 per cent of all programme funds will support country office communication efforts.

26. UNDP will leverage regional service centre expertise to focus on issues-based approaches, linkages to regional initiatives, South-South and triangular cooperation, and knowledge management. Headquarters bureaus will enhance country-level thought leadership, share global best practices, and facilitate engagement with global funding such as GEF and the Peacebuilding Fund.

[19] UNDP Uganda strategic framework for successful and peaceful elections (scenario analysis, 2014)
[20] *Ibid.*

27. UNEP environmental impact assessments will be leveraged in compliance with UNDP principles for social and environmental safeguards.

28. This country programme document outlines expected UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the UNDP programme and operations policies and procedures and the internal controls framework.

IV. Monitoring and evaluation

29. Monitoring and evaluation will be guided by the UNDP *Handbook on Planning, Monitoring and Evaluating for Development Results*, and aligned with the United Nations Development Assistance Framework, 2016-2020; the second national development plan , 2016-2020; and the UNDP strategic plan, 2014-2017. Data sources include the Uganda Bureau of Statistics, human development reports, the World Bank studies, and other global reports. Data will be disaggregated by sex, age and region, wherever relevant and possible.

30. The harmonized approach to cash transfers, spot checks, and financial audits, will complement regular programme monitoring and reviews with stakeholders.

31. The country programme evaluation plan provides for midterm and end-cycle evaluations underpinned by the principles of UNDP evaluation policy.

32. UNDP will participate in supporting national statistical and research institutions and academia to undertake evidence-based and gender-sensitive studies. Partnerships with national, regional, and international academic institutions will enhance the availability of credible evaluation data. Multi-year research will inform national poverty status reports, national human development reports, and sustainable development goals progress reports. Participation in United Nations Development Assistance Framework results groups will ensure a harmonized approach to tracking outcome indicators and using the United Nations electronic management information system. Partnership with Kampala Pulse Lab will promote access to real-time 'big-data' information. Transformational impact will be communicated through multiple means, including UNDP websites, television, roundtables and conferences.

33. At least 5 per cent of programme contract agreements will be allocated for monitoring and evaluation, focusing on strengthening staff and partner capacity development in results-based management, strategic planning, and financial and knowledge management.

Annex. Results and resources framework for Uganda (2016-2020)

National priority or goal: Second national development plan (NDP II), objective 4: To strengthen mechanisms for quality, effective and efficient service delivery				
UNDAF (or equivalent) outcome involving UNDP, 1.1. By end 2020, rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice				
Related strategic plan outcome: 2. Citizen expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance				
UNDAF outcome indicator(s), baselines, target(s)	**Data source (S) and frequency (F) of data collection, and responsibility (R)**	**Indicative country programme outputs (including indicators, baselines and targets)**	**Major partners/partnerships Frameworks**	**Indicative resources by outcome (in thousands of dollars)**
1. % of women/men who think Uganda has democracy (or with minor problems), by sex B: 52 (M/F: 58/46) Rural/urban (R/U): 56/44 (2012) T: 60 (M/F: 60/60; RU: 60:40) 2. % who have trust in the courts of law institutions, by sex B: 64 (M/F: 62/68; R/U: 49/51) 2012 T: 70 (M/F: 70:70; R/U: 49/51) 3. % of women in national parliament (IRRF 2.3) B: 35 (2013) T: 42	S: Afrobarometer/UBOS survey F: Annual R: UGU S: Afrobarometer/UBOS Survey/JLOS annual report F: Annual R: UGU S: JLOS annual report F: Annual R: UGU S: http://www.ipu.org (Inter-Parliamentary Union F: Annual R: UGU	**1.1.1 Strengthened technical and functional capacities of democracy institutions for enhancing equal participation, accountability, rule of law and access to justice** Indicators: 1.1.1.1: No. of target democracy institutions with functional e-governance systems to promote efficiency and accountability B::0 (2013); T: 3; S: Government performance reports; F:Annual 1.1.1.2: Proportion of completed to registered cases B: 90.7 (2013); T: 95; S: Government performance reports; F: Annual 1.1.1.3: Extent to which democracy institutions (Electoral Commission and HRC) effectively meet minimum core function performance benchmarks (scale of 1-4: Not at all, very partial, partial; fully) B: Partial (2013); T: Fully; S: Electoral Commission report on general elections, HRC reports; F: Annual	Parliament; Electoral Commission; JLOS institutions; HRC; Ministry of Information and Communications Technology; United Nations entities; development partners; CSOs	Regular: 8,000 Other: 500

National priority or goal: NDP II, objective 4. To strengthen mechanisms for high-quality, effective and efficient service delivery				
UNDAF (or equivalent) outcome involving UNDP: 1.3. By end 2020, targeted public institutions and public-private partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda's citizenry enforcing a culture of mutual accountability, transparency and integrity				
Related strategic plan outcome: 2				
1. Status of corruption index B: 26 (2013) T: 35 2. % of women/men who think Government is fighting corruption very well B: 4 (M/F: 4:4; R/U: 4:1) (2012) T: 10 (M/F: 10:10; R/U: 10:10) 3. % of local governments meeting standard performance measures of service delivery B: 84 (2013) T: 95	S: Corruption perception index report F: Annual R: UGU S: Afro-barometer/UBOS surveys F: Annual R: UGU S: Local government report F: Annual R: UGU	**1.3.1 Selected ministries, department and agencies /sectors effectively coordinate and implement targeted public sector reforms by 2020.** 1.3.1.1: No. of MDAs implementing strategic investment plans B: 1(2013); T: 5; S: Sector review reports; F: Annual 1.3.1.2: No. of new PPPs providing innovative solutions for development (IRRF 7.6.1) B: 0 (2014); T: 3; S: Sector review reports; F: Annual 1.3.1.3: Existence of strategic functional management information system informing policy direction B: No (2013); T: Yes; S: Sector review reports; F: Annual	OPM; MLG; EAC; NPA; MFPED; UBOS; EPRC; National Research Council; Civil Service College; UNFPA; UNICEF; UN-Women; World Bank; DANIDA; Irish Aid	Regular: 2,000 Other: 500
		1.3.2: By end 2020 targeted accountability institutions (MDAs, CSOs and media) uphold and reinforce standards of accountability, transparency and integrity 1.3.2.1: Existence of service delivery standards for key extractives and infrastructure (housing and roads) sectors B: 0 (2014); T: Yes; S: Sector reports; F: Annual 1.3.2.2: No. of CSOs that are QUAM[21] certified and participate in ensuring compliance with national standards. B: 76 (2013); T: 150; S: QUAM report by DENIVA; F:Annual	CSOs; independent media; Open Society Initiative for East Africa; DEI; IGG; Ministry of Justice; Ministry of Information and Communications Technology; MWT; MLHUD; Office of the Auditor General; UNODC; UNESCO; WHO; ECA; DFID; GIZ	Regular: 4,000 Other: 1,000

[21] A quality assurance mechanism and indicator to measure the extent to which CSOs themselves are compliant to accountability standards and codes; all country programme targets are for 2020.

		1.3.2.3: % of targeted MDAs effectively monitoring implementation of the 'Leadership Code' B: 0 (2013); T: 75: S:Sector reports; F:Annual 1.3.2.4: No. of accountability institutions with functional mechanisms for detection, prevention and redress of corruption B: 0 (2013); T: 3; S: Government performance report; F:Annual		
		1.3.3 Targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peacebuilding, democratic processes, sustainable production, energy and NRM by 2020. 1.3.3.1: Extent to which policy and institutional reforms increase access to social protection schemes targeting the poor and other at-risk groups, disaggregated by sex (IRRF 1.2.1) (rating scale 1-4) B: 2 – very partial (2013); T: 4 – largely; S: Sector reports; F :Annual 1.3.3.2: Existence of an operational legal/regulatory framework enabling excluded groups to function and contribute to development B: No (2013); T: Yes; S: Sector reports; F: Annual 1.3.3.3: No. of innovative, locally appropriate sustainable development initiatives developed and scaled up, targeting underserved communities/groups and women B: 100 (2013); T: 100; S: Sector reports; F: Annual	Select MDAs, OPM, MWE, NEMA; UWA; NFA; MLHUD, MAAIF; local governments; MEMD	Regular: 2,000 Other: 500
National priority or goal: NDP II objective 4. To strengthen mechanisms for high-quality, effective and efficient service delivery				
UNDAF (or equivalent) outcome involving UNDP: 1.4. By end 2020, Uganda enjoys sustainable peace and security, underpinned by resilient institutional systems that are effective and efficient in preventing and responding to natural and man-made disasters				
Related strategic plan outcome: 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.				
1. Political stability and absence of violence/terrorism score B: 20 (2013) T: 50 2.Mortality rate from natural hazards B; 74(2013), T:50	S: World Governance Indicators report F: Annual R: Crisis Prevention Unit S: Desinventar Disaster Database	**1.4.1. By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security.** 1.4.1.1: No. of policies addressing peace and social cohesion developed and implemented B: 0 (2013); T: 2; S: Hansard parliamentary transcripts; F:	NEF; NCF; OPM; MIA; National Platform for Disaster Preparedness and Management; IGAD; RECSA; ICGLR; DLGs; Sweden	Regular: 5,000 Other: 5,000

	F: Annual R: Crisis prevention Unit	Annual 1.4.1.2: Existence of functional CSOs/national platforms facilitating effective internal dialogue, mediation and conflict transformation efforts B: No (2013): T: Yes; S: National platforms progress reports; F: Annual		
		1.4.2. By end 2020, targeted institutions detect, plan, coordinate, manage and monitor conflict and cross-border security at all levels with a conflict-, gender- and human rights-sensitive approach. 1.4.2.1: No. of districts with gender- and human rights-sensitive contingency plans developed and operationalized B: 10 (2013); T: 60; S: District annual performance report; F: Annual 1.4.2.2: No. of platforms facilitating effective internal and cross-border dialogue, mediation, reconciliation and conflict transformation efforts B: 4 (2013); T: 10; S: National platforms progress reports; F: Annual 1.4.2.3: % of women/men who think Government handles/resolves conflict between communities well B: 52 (M/F: 52/ 51; R/U: 52/48) (2012); T: 62 (M/F:62/62; R/U:52/48); S: Afrobarometer/UBOS survey; F: Annual	DLGs; OPM; NECOC; MAAIF; MIA/IGAD/CEWERU, UNICEF; WFP; WHO; Private Sector; CSOs; UN-Women; DFID; Sweden	Regular: 5,500
National priority or goal: NDP II, Objective 1. To sustainably increase production, productivity and value addition in key growth opportunities				
UNDAF (or equivalent) outcome involving UNDP: 3.1. By end 2020, natural resources management and energy access are gender responsive, effective and efficient, *reducing* emissions, *negating* the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and *strengthening* community resilience.				
Related strategic plan outcome: 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded				
1. % of land under forest and wetlands B: Forest, 14; wetlands, 10.9 (2013) T: Forest, 18.5; wetlands, 10.9 2: % of the target population with access to electricity and modern cooking energy, disaggregated by sex B: Electricity. 14; cooking, 10 (M/F: 49/51) (2013)	S: NDP II, 2016-2020: State of environment report F: Biannual R: Energy and Environment Unit S: NDP (2010-2011) F: Annual	**3.1.1:By end 2018, targeted MDAs have adequate technical, functional and financial capacity to integrate and operationalize NRM and climate change mitigation policies and strategies, including: (a) execution of priority gender-responsive investments that increase energy access and consumption efficiency and promote low-carbon and renewable modern energy services; and (b) scale-up of climate change mitigation/adaptation and disaster-risk management strategies**	MWE; NEMA; UWA; NFA; MLHUD; MAAIF; local governments; NEMA and partners; Academia	Regular: 4,000 Other: 12,000

T: Electricity, 18; cooking, 20 (M/F: 44/56) 3. Economic loss from natural hazards (IRRF 5.2) B: $3.1 million (2013) T: $2 million	R: Energy and Environment Unit S: Desinventar Disaster Database F: Annual R: OPM/NECOC S: Desinventar Disaster Database F: Annual R: OPM/ NECOC	3.1.1.1: No. of target institutions that have implemented policies, strategies, and budgets that integrate sustainable energy, natural resource and land management, biodiversity, climate change mitigation and resilience initiatives B: 63(2013); T: 80; S: Sector review reports; F: Annual 3.1.1.2: Hectares of land (in target areas) that are managed under a conservation, sustainable use or access and benefits sharing regime, disaggregated by category (IRRF 1.5) B: In situ 1,178,710, sustainable use 4,420,000 (2013); T: In situ 1,178,710, sustainable use:4,500,000; S: Annual sector performance reports; F: Every two years 3.1.1.3: % of sectors integrating climate change mitigation, disaster-risk recovery and resilience into development plans and budgets B: 20 (2013); T: 50; S: Uganda national climate change finance analysis report; hazard, risk, and vulnerability profile reports; F: Annual 3.1.1.4: No. of new partnership mechanisms with funding for sustainable management solutions on natural resources, ecosystem services, chemicals and waste at national and/or subnational levels, disaggregated by partnership type (IRRF 1.3.1) B: 131 (2013); T: 200; S: UDP project reports; F:Annual		
		3.1.2: Targeted institutions have adequate technical, functional and financial capacity to develop innovative solutions for sustainable management of natural resources (including extractives), energy access, ecosystems, chemicals, wastes and systems/models to analyse environmental and climate-related threats 3.1.2.1: % of population in targeted districts with access to renewable energy sources B: 10 (M/F: 50/50) (2013); T: 15 (M/F: 44/56); S: Annual sector performance reports; F:Annual 3.1.2.2: No. of people benefiting from strengthened livelihoods through solutions for natural resources management, ecosystem services, chemicals and waste (IRRF 1.3.2)		Regular: 4,000 Other: 36,000

		B: 23,424,172 (M/F: 49/51) (2013); T: 24,425,000 (M/F: 44/56); S: UBOS abstract; F: Annual 3.1.2.3: Extent to which a system exists to access, deliver, monitor, report and verify the use of environmental and climate finance (IRRF 1.4.1) B: Partial(2013); T: Fully functional; S: Overseas Development Institute reports; F: Annual 3.1.2.4: % of target population with access to early warning (including climate information), disaggregated by gender B: 3% of men and 3% of women (2013); T: 12% of men and 12% of women; S: Sector reports; F: Annual		
		3.1.3: Targeted MDAs, CSOs, media and other non-state actors have adequate technical and functional platforms to engage and empower citizens at all levels for sustainable environment and natural resources; promote access to sustainable energy, bio-diversity conservation and climate change adaptation and mitigation 3.1.3.1: No. of functional platforms established to engage citizens at all levels for sustainable environment and natural resources, disaggregated by category. B: 0 (2013); T: 5; S: Sector performance reports; F: Annual 3.1.3.2: No. of new partnership mechanisms with funding for (a) Sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level (IRRF 1.3.1) (b) Improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women (IRRF 7.6.1) B: (a) 131; (b) 31 (2013); T: (a) 250 (b) 80; S: CBO grant agreements/memorandums of understanding; F:Annual	NEMA; MWE; MAAIF; local government; Ministry of Education; CSOs; media; private sector	Regular: 3,000 Other (GEF): 8,000
		3.1.4. By end 2020, target public institutions and CSOs have increased capacity to build resilience of communities and mitigate negative impact of man-made and natural disasters 3.1.4.1: No. of national/sub-national development and key sectoral plans that explicitly address disaster and/or	National platform on disaster response; DLGs; IGAD; Traditional and local leaders; CSOs; Japan; Sweden	Regular: $2,700 Other: 15,000

		climate risk management being implemented, disaggregated by those which are gender responsive (IRRF 5.3.1) B:10 (2013); T: 60; S: NECOC Bulletin; F:Annual 3.1.4.2: Existence of harmonized functional national early warning system B: No (2013); Target: Yes; S: NECOC reports, early warning bulletins; F:Annual		
1. Number of jobs created: B: 480,854 (2014); T:1,064,649 2. Annual growth rate of targeted sectors B: Agriculture, 1.3% Tourism, 3.3% Mining, - 0.4 Manufacturing, 5.7% (2013) T: Agriculture, 5% Tourism, 4.5% Mining, 0.8 Manufacturing, 7% 3. Volume of exports in selected value chains B: (2013): Sesame, 22,055 MT Maize, 122,107 MT Beans, 37,785 MT Coffee, 220,546 MT T: Sesame, 26,000 MT Maize, 146,000 MT Beans, 44,000 MT Coffee, 264,000 MT	S: NDP progress report F: Annual R: Growth and Poverty unit S: Ministry of Finance, background to the Budget F:Annual R: GPRU	**3.2.1. By end 2018, targeted MDAs have operational and functional capacities for development, implementation, coordination and monitoring of policies, laws and regulations in tourism and extractives** 3.2.1.1[22]: No. of country diagnostics conducted by relevant MDAs that have informed policy options on national response to sustainable development options (IRRF 7.3.1) B: 0 (2014); T: 12; S: Sector review reports; F: Annual 3.2.1.2: No. of targeted MDAs that have implemented inclusive, market-oriented and environmentally responsive policies, plans and strategies B: 0 (2013); T: 2; S: Sector review reports; F: Annual 3.2.1.3.Existence of a functional inter-sectoral coordination mechanism for infrastructure, production and trade: B: No (2014) T: Yes; S: Government annual performance report; F: Annual	MEMD; MTWA; UTB; UWA; Private sector; USAID; World Bank; France; MTWA; MAAIF; MEMD; PSFU	Regular: 3,000 Other: 3,000
	S: UBOS statistical abstract F: Annual R: GPRU	**3.2.2: By end 2020, targeted private sector and relevant partners have institutional capacity to (a) effectively compete in selected product and service markets in agriculture, tourism and extractives, and (b) to promote innovative and scalable market-based solutions that expand opportunities for the poor, women, youth and other emerging entrepreneurs in selected commodity and service value chains** 3.2.2.1: % increase in sales volumes of targeted commodities and services. B: 17 (2013); T: 30; S: Annual		Regular: 3,000 Other: 4,000

[22] An IRRF output indicator (analytical information facilitated by the country office) that informs development and implementation of policies and laws

		project reports; F: Annual 3.2.2.2[23]: No. of pilot and demonstration projects/business models initiated or scaled up by national partners (IRRF 7.6.2). B: 0 (2013); T: 5; S: Sector review reports; F: Annual 3.2.2.3: No. of new functional partnerships implementing innovative solutions for development B: 0 (2013); T: 5; S:Sector review reports; F:Annual		
		3.2.3 By end 2019, relevant MDAs and selected private sector institutions deliver vocational and business development services to communities and MSMEs to operate market-oriented and sustainable businesses, including those related to agriculture, tourism and extractives 3.2.3.1: No. of new enterprises registered/established B: 20,800 (2012); T: 22,800; S: *Ease of Doing Business Report*, World Bank; F: Annual 3.2.3.2: Percentage of targeted MSMEs that comply with corporate governance standards: B: 30 (2014), T: 50; S: United Nations programme reports; F:Annual 3.2.3.3: No. of targeted SMEs that access financial services B: 0 (2013); T: 100; S: UBOS statistical abstract; F: Annual	Enterprise Uganda; MAAIF; UTB; Uganda Commodities Exchange; Uganda Tourism Association; Uganda Community Tourism Association; Ministry for Gender, Labour and Social Development; MEMD; MLG; business development service providers	Regular: 2,000 Other: 3,000

[23] An IRRF output indicator that measures capacity to compete and/or promotion of innovative and scalable market-based solutions.

Abbreviations and acronyms used in the annex table

CBO – community-based organization
CEWERU – Conflict Early Warning and Response Unit
CSO – civil society organization
DEI – Directorate for Ethics and Integrity
DENIVA – Development Network of Indigenous Voluntary Associations
DFID – Department for International Development
DLG – district local government
EAC – East African Community
ECA – Bureau of Educational and Cultural Affairs
EMIS – United Nations electronic management information system
GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
HRC – Uganda Human Rights Commission
ICGLR – International Conference on the Great Lakes Region
IGG – Office of the Inspector General of Government
IRRF – integrated results and resources framework (of the strategic plan)
JLOS – justice and law and order sector
MAAIF – Ministry of Agriculture; Animal Industry and Fisheries
MDAs – ministries, departments and agencies
MEMD – Ministry of Energy and Mineral Development
MIA – Ministry of Internal Affairs
MFPED – Ministry of Finance, Planning and Economic Development
MLG – Ministry of Local Government
MLHUD – Ministry of Lands; Housing and Urban Development
MTWA – Ministry of Tourism and Wildlife and Antiquities
MWT – Ministries of Works and Transport
MWE – Ministry of Water and Environment
MSMEs – micro-, small and medium enterprises
NCF – National Consultative Forum
NEF – National Environment Fund
NECOC – National Emergency Coordination and Operation Centre
NEMA – National Environment Management Authority
NFA – National Forestry Authority
NPA – National Planning Authority
NRM – natural resources management
OAG – Office of the Auditor General
ODI-Overseas Development Institute
OPM – Office of the Prime Minister
PPP – public-private partnership
PSFU – Private Sector Foundation Uganda
QUAM – quality assurance mechanism
RECSA – Regional Centre on Small Arms
UBOS – Uganda Bureau of Statistics
UNDAF – United Nations Development Assistance Framework
UNICEF – United Nations Children's Fund
UNESCO – United Nations Educational, Scientific and Cultural Organization
UNODC – United Nations Office on Drugs and Crime
UGU – UNDP Governance Unit
UTB – Uganda Tourism Board
UWA – Uganda Wildlife Authority
WFP – World Food Programme
WHO – World Health Organization